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Study on fluctuation and individual motivation in a public institution

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Abstract

This paper presents an analysis of human resource fluctuation and the level of motivation in a public institution. For writing this paper, the strategy adopted was the study case. For data collection and analysis was used qualitative research techniques and specific tools such as: analysis and documents, interviews with company employee, questionnaires and direct observation. The first three motivating factors in the organization are: knowledge and experience; working conditions and remuneration. The manager belongs to Y Theory and the turnover of staff is small.

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Keywords: staff structure; staff turnover; motivation;

Introduction

Valuing people is the way to success. Every organization needs a visionary leadership and a clearly defined mission and to achieve this, requires honesty and trust in the employees. Personality of each organization is created by its own human resources.

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Objective: An analysis of human resource fluctuation and the level of motivation in a public institution.

Methodology: A study was made on the structure of staff, staff turnover and the level of individual motivation. The first step was an analysis of the human factor. A analyze of incoming and out going of staff within the organization was made. A questionnaire was used to identify assumption about human nature and behavior of employment, on Theory X and Theory Y. Were also made inquiries regarding the identification of employee needs using the Maslow hierarchy, Rotaru and Prodan, 1998.

1. Characteristic of the human factor

An analysis of the structure factors of the institution was made. Employees according to age structure, sex, training and work experiences as follows:

Table 1. Structure of employees by age

Total employees	Up to 25 years	25 - 30 years	30 - 40 years	40 - 50 years	Over 50 years
74 (16 male)	2	7	31	24	10

Table 2. Employee structure according to studies

Total employees	Secondary school	High Judicial studies	High Economic studies	High Technical studies	Other studies
74	40	2	5	15	12

Table 3. Employee structure according to work experience

Total employees	Work experience <3 years	Work experience 3-5 years	Work experience 5-10 years	Work experience 10-15 years	Work experience >15 years
74	2	1	7	23	41

Table 4. Employee structure according to experience in the organization

Total employees	Experience in the organization < 1 year	Experience in the organization 1-3 years	Experience in the organization 3-5 years	Experience in the organization 5-10 years	Experience in the organization > 10 years
74	0	24	2	17	31

Analyzing the data, is resulting the predominance of male employees with secondary education but with considerable experience in the organization, the average age makes them capable of creating an atmosphere based on friendship, a climate open to any type of communication, with reduced conflicts.

Employees enjoy their work want to contribute to the good of the organization. The organization is part of the state, and is characterized by process organizational culture, that provides feedback, no-risk, but has the disadvantage of bureaucracy. We can say that the organization has the following characteristics:

- Employees share an imperative sense in achieving the objectives and values, feeling good because they are members of the organization;

- Employees are governed almost alone, doing volunteer what they see they have to do, interfering with variants of solving the tasks or bugs;
- Employees working long without complaining.

The disadvantage of such organization is that people believe so much in what they do, that the results of ten end justifying the means.

2. Motivation issues in institution

A study was conducted at the institution on motivational factors. Questionnaires were applied for all the employees and were identified after analyzing the questionnaires the first three motivating factors in the institution. These factors are: knowledge and experience, working conditions and remuneration.

Another questionnaire was applied to identify assumption about human nature and behavior of employment, more precisely, X Theory and Y Theory. The analysis concluded that the manager belongs to Y Theory. Mathis and all, 1997, a manager that belongs to the Y Theory believes that:

- Giving them the necessary conditions, the physical and mental effort for the employee will be as natural as relaxation or play. Work is a game that offers rewarding and meaning full life;
- Are other options such as external control, implied or real threats. If people feel they are involved, then they will self-direct and self-control to achieve objectives of the organization;
- The objectives of the employees will be complementary to those of the company and commitment is a function of the first "intrinsic" award;
- The managers belonging to Y Theory recognize the influence of learning. They believe that if necessary conditions are created, anyone can learn not to accept, but to seek responsibility;
- Imagination, ingenuity and creativity in solving the problems are widely discussed among employees;
- In modern organizations intellectual potential of employees is only partially used. People are able to cope with more complex problems.

A questionnaire was also developed in the organization on the identification of needs of Maslow hierarchy. According to Maslow's theory there are several ways to motivate employees by the leadership style, job specifications, organizational events and rewards, Armstrong, 2003:

- Physiological needs: to provide lunch breaks, resting and a sufficient remuneration for essential needs;
- Safety needs: to provide a safe working environment and ensure work safety;
- Social needs: it creates a sense of belonging by team projects and social events;
- Esteem needs: recognition of achievements to make the employees to feel appreciated;
- Self-realization: to provide employees challenge and opportunity to reach their full potential.

Analyzing questionnaires have concluded that the greatest need is the physiological need, then the social need and followed by auto-update. Although the pay system in a state institution is inadequate providing insufficient remuneration for essential needs, and the activity becomes by time a routine, budgetary institutions preferred. The most difficult task a manager has to fulfill is to learn how to motivate employees and especially how to keep motivated. Usually, if you ask a person how to motivate someone it will answer what motivate's him. The method that we use to motivate employees should be suitable for each employee. The same method for all employees does not match when it comes to motivation. Motivation or rather lack of it is not a problem specific to this sector but because officials every visible issues of motivation often appear in the foreground. Not all people are motivated by the same needs - at different times different people can be motivated by very different factors. It is important to understand the needs of each employee. To motivate an employee, manager must know the needs the employee operates with, and use those needs as motivational levers. To ensure low staff turnover is necessary to modernize work organization. In this case social partners are invited to negotiate and implement at all appropriate levels agreements to modernize work organization including flexible working arrangements, achieving the necessary balance between flexibility and security and improving the quality of

jobs. Areas to be covered include, for example, new forms of work and work program, such as, expression of working time, reducing working hours, reducing overtime, development of part-time work, career break opportunity and issues of job security.

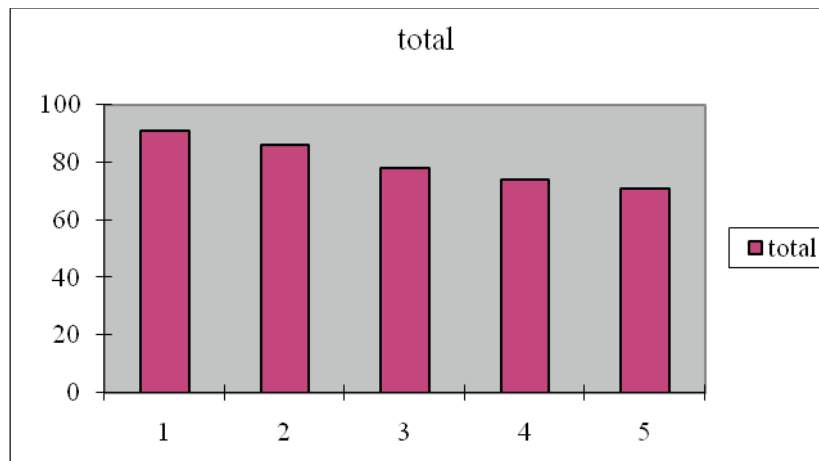


Fig.1. Evolution of the organization's staff

Analyzing personnel within the institution and knowing that the number of posts is set annually by the organization, here is a trend of decreasing, but in a small proportion, decreasing from 86 to 74. Migration of 8 people has occurred from the public sector to wards the private, characteristic, otherwise, to the market economy.

3. Conclusions

In public institutions turnover of staff is much smaller than in the private where there is concern that the employee may take any decision favorable or unfavorable for employees. Human Resources Management in the public system is organized such that allows employees make proposals on the organization's needs. In other words, employees of the public system make proposals and participate in decisions which subsequently affect them.

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